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ABSTRACT

This paper summarizes and analyzes the program of Special Project Grants for public and community libraries in New Mexico. Funding for the program was by the New Mexico State Library through the Library Services and Construction Act (LSCA) Title I from fiscal year 1972 to fiscal year 1981. Information on LSCA and the procedure for obtaining Special Project Grants precedes an examination of the development of the grant program, which reports a low level of funding, the prevalence of small numerous grants, and a change in program focus from local needs to specific statewide priorities. The paper continues with an evaluation of the Special Project Grants program in light of specific program objectives, which include encouraging library service to special groups, furthering library services based on community needs, encouraging library use of audiovisual materials, providing opportunities for library staff development, and encouraging resource sharing and participation in library cooperative efforts. A major appendix lists the Special Project Grants in order by year of award, with details of grant amounts and library projects funded. Information on project categories and their percentage of grant dollars, and the number of grants and total grant amounts received by individual libraries is also appended. (ESR)

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Special Project Grants to New Mexico Public Libraries 1971—1982

New Mexico State Library Occasional Paper #9

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INTRODUCTION

Special Project Grants are grants available to all public and community libraries in New Mexico, funded by the New Mexico State Library through the Library Services and Construction Act (LSCA) Title I. The first Special Project Grants were funded in 1971. In 1975, the State Library published its Occasional Paper #4, Special Project Grants for Public Libraries in New Mexico, describing the beginnings of Special Project Grants and the first seven projects. Since then, information about Special Project Grants has received little statewide attention.

This paper is more than an update of Occasional Paper #4. Rather than focusing on descriptions of individual projects, this paper presents an overview of the Special Project Grant program through its ten year existence.

All funds that were put into the Special Project program were not necessarily used for Special Project Grants to public and community libraries. For example, library demonstration projects called "Fiesta Days" were held at small, newly formed libraries to introduce the libraries and the multimedia aspects of library service to the communities. Fiesta Days were funded, in part, with LSCA Title I funds under the program title, Special Projects. They were not, however, Special Project Grants. The funds were spent by the State Library rather than awarded in the form of grants to libraries. Fiesta Days and other "Special Project" activities conducted by the State Library are not included in this paper. The paper covers only the Special Project Grants to New Mexico public libraries.

At the time of this writing, Special Project Grants are not available to public libraries. Projects have not been funded since 1981, for reasons that will be explained in Chapter 2 of this paper. There are no current plans to revive Special Project Grants in New Mexico.

This paper will summarize and analyze what has happened with the Special Project Grant program from its beginnings in Fiscal Year 1972, through its latest funding in Fiscal Year 1981.

CHAPTER 1: A LITTLE BACKGROUND

The financial lifeblood of Special Project Grants was the Library Services and Construction Act (LSCA) Title I. The Library Services and Construction Act was first passed in 1964, broadening the scope of previous federal library legislation, the Library Services Act. LSCA went through several amended versions. PL 91-600 consolidated LSCA legislation into three titles.

Title I was to assist the states in extending and improving public library services in areas of the state without library services or with inadequate services; to improve library services to the physically handicapped, residents of state-supported institutions, and disadvantaged persons in low income areas; to strengthen metropolitan public libraries which function as regional or national resource centers; and to strengthen the capacity of the state libraries to meet the library needs of the states. Title II was to aid public library construction. Title III was to promote interlibrary cooperation among all types of libraries.

LSCA Title I funds could be used for books and other library materials, equipment, salaries, operating expenses, statewide planning efforts, evaluation of funded programs, and administration of the state plan which outlined what each state intended to do to improve library service. Each state was required to have a basic state plan approved by the U.S. Commissioner of Education, a five year plan on state priorities and activities to meet library needs in the state, and an annual program outlining the projects to be conducted during the year. Title I also required a matching amount of funds from the states based on a ratio of the state's per capita income to the average national per capita income. The federal contribution ranged from 33% to 66%, and New Mexico received approximately 58% of the cost of LSCA Title I programs from the federal government.

LSCA Title I supported a variety of programs in the State of New Mexico. The major use of funds was operating the rural bookmobile program. The operation of the Library for the Blind and Physically Handicapped was partially funded through Title I. Films for the State Library's circulating collection, workshops for librarians in the state, and other projects all shared LSCA Title I funds. The Special Project Grant program was one small part of the Title I picture. Special Project Grants were the only way LSCA Title I funds were directly distributed to public libraries in New Mexico until the Major Urban Resource Library grant was made to the Albuquerque Public Library in 1979.

Grant awards for Special Project Grants were competitive. Grant guidelines and application forms were mailed to all eligible libraries in the state (public and community libraries). An announcement was generally made in the weekly State Library newsletter Hitchhiker, alerting public libraries to the availability of the grants. Starting in Fiscal Year 1980, letters of intent were required before formal grant applications were made.

Grant proposals were reviewed by State Library staff and by the New Mexico Advisory Council on Libraries, a fourteen member body appointed by the governor, with representation from different types of libraries, LSCA target groups, and the general public. The Council's role in Special Project Grant procedures varied, but the Council always was consulted about state priorities, grant awards, and changes in policy.

When the State Library was governed by the New Mexico State Library Commission, the Commission members gave final approval to the grant awards. When Commission duties became advisory in 1978, the State Librarian had final approval of all grant awards.

The grant period was for one year, although some projects did not require that length of time, and other projects required extensions beyond one year. When a project was completed, the library was required to submit an evaluation report, stating the benefits of the project, what had been accomplished, how the grant funds had been spent, what problems had been encountered, and other information relevant to the specific project. These evaluation reports were summarized by the State Library staff and incorporated into an evaluation of the Special Project Grant program as a whole. This evaluation report was submitted annually to the federal agency administering LSCA funds at the time -- the Department of Health, Education, and Welfare until 1979, and the Department of Education after its creation.

The majority of Special Project Grants were awarded through competitive grant procedures. A few grants, however, were awarded on a non-competitive basis, when time did not permit competitive procedures or when LSCA funds remained available after competitive grants were awarded.

Grant application, selection, and reporting procedures changed through the years, but they remained simple. Although some libraries may have needed more assistance than others in developing proposals, no library was ineligible for a Special Project Grant because of complexity of the grant process.

CHAPTER 2: DEVELOPMENT OF SPECIAL PROJECT GRANTS

Special Project Grants have had a life span of ten years. The grants were first introduced to New Mexico libraries late in 1971. About twenty public librarians attended a State Library sponsored Program Development Seminar in Albuquerque in October of that year. Librarians learned about planning programs, setting objectives, and writing grant proposals, with the goal of preparing an application for a Special Project Grant. The State Library Commission approved $16,212 of LSCA Title I funds to support public library projects. Proposals were received from twelve libraries, and seven received funding. The projects achieved enough positive results at the local level, that the State Library staff recommended that the Commission continue funding Special Project Grants.

Funding was made available each calendar year until 1981. In June of that year, after grant guidelines had been distributed, the State Library announced that cuts in LSCA Title I funds would prohibit funding Special Project Grants in Fiscal Year 1982. The decision not to fund Special Project Grants was made for several reasons. Special Project Grants had no salary or personnel commitments as did other Title I programs. Special Projects had no federal restrictions that prohibited reduction of funding levels as did other programs. The demand for grant money among the public libraries had diminished from previous years. All these factors contributed to the decision to sacrifice the Special Project Grant program to realize some of the budget cuts necessary to compensate for the reduction in LSCA funding.

Between the start of the Special Project Grant program in Fiscal Year 1972 and the last funding in Fiscal Year 1981, eighty-five grants were awarded. This chapter will examine the development of the Special Project Grant program through those years.

One aspect of grant development was the change in focus of the grant program from local needs to specific statewide priorities. The grant program always reflected federal legislative priorities, but the federal priorities were broad and open to interpretation. The 1970 LSCA legislation (PL 91-600) made Title I funds available "for extending public library service to geographical areas and groups of persons without such services and improving such services in such areas and for such groups as may have inadequate public library services; and establishing, expanding, and operating programs and projects to provide... library services for the disadvantaged in urban and rural areas..." (Section 102). In 1974, the Library Services and Construction Act was amended (in PL 93-380) to add program priority for service to areas of high concentrations of persons of limited English-speaking ability. The federal priorities allowed flexibility for the State Library to shape a grant program.

In the first year (1971-1972) the Special Project Grant guidelines stated: "Priorities are to be given to programs based on local social and

economic needs relating to... criteria for use of LSCA funds... specific areas of priority include early childhood education, economic development, Right-to-Read, environmental problems, etc... Additional priority is given to projects based on community involvement as evidenced by inter-agency planning and operation." The next year (1972-1973) again showed strong emphasis on local needs, with additional priority on audiovisual equipment: "...Proposals evidencing commitment to use of nonprint materials will be considered high priority, since such media is specifically appropriate to many persons not presently using libraries... Programs directed towards specific clientele groups (unemployed, underemployed, business and labor, early childhood, aging, institutionalized and blind and physically handicapped) have been designated as appropriate... In all such projects, however, urgency of local needs as documented in the proposal, will be given major consideration." Variations of these criteria, with emphasis on local needs assessment, continued through Fiscal Year 1976.

In the 1977-1978 grant period, the State Library moved away from local priorities and established very specific statewide priorities: literacy programs, information and referral projects, and continuing education activities. These priorities received special attention through workshops offered by the State Library. Workshops on establishing literacy and information and referral projects were conducted for public librarians. Library staff members applying for grants to pay tuition for Loyola University of Chicago correspondence courses, received money in the grant to pay travel expenses to regular regional seminars offered by State Library staff to supplement Loyola course content. That was the only year Special Project Grants were available for continuing education purposes. The year 1977-1978 also marked the end of using Special Project Grant money for the purchase of equipment, unless the equipment was a necessary part of a program-oriented project.

In 1979-1980, and in 1980-1981, Special Project Grant guidelines were broadened, but still maintained statewide priorities. Literacy programs for adults remained a top priority, equal to programs designed to serve the needs of people of low income, people with limited English-speaking ability, people with physical handicaps, residents of local institutions, and the aged.

An arrangement of the Special Project Grants by grant priority may seem a logical way to show how these priority needs were served by the grant program, but such a listing is impossible without arbitrary decisions and distortions of the nature and actual audience of the individual projects. For example, many projects addressed more than one priority, even when the projects were directed to specific groups -- many non-English speaking people are also the economically disadvantaged; and the aged may be residents of local institutions. Some projects may have received funding on the basis of service to a specific user group, but other user groups in the community also received benefits from the project. To simplify the situation, and yet give some perspective on the types of projects that were funded, broad categories were used for Appendix B. Programs for children were most fre-

quently awarded, and received the largest portion of Special Project Grant funds. Most children's projects involved Reading Is Fundamental or other reading motivation programs. Local history projects were funded on the basis of serving the needs of non-English speaking people and, in one case, providing materials for an adult literacy program. All projects, despite the specific priorities they addressed, were in keeping with the LSCA Title I intent to provide library service to groups that were previously unserved.

Although priorities for funding Special Project Grants had a progressive development through the years, the funding levels for the grant program fluctuated up and down almost every year. Figure 1 shows the fluctuations in the Special Project Grant awards. Only twice, in Fiscal

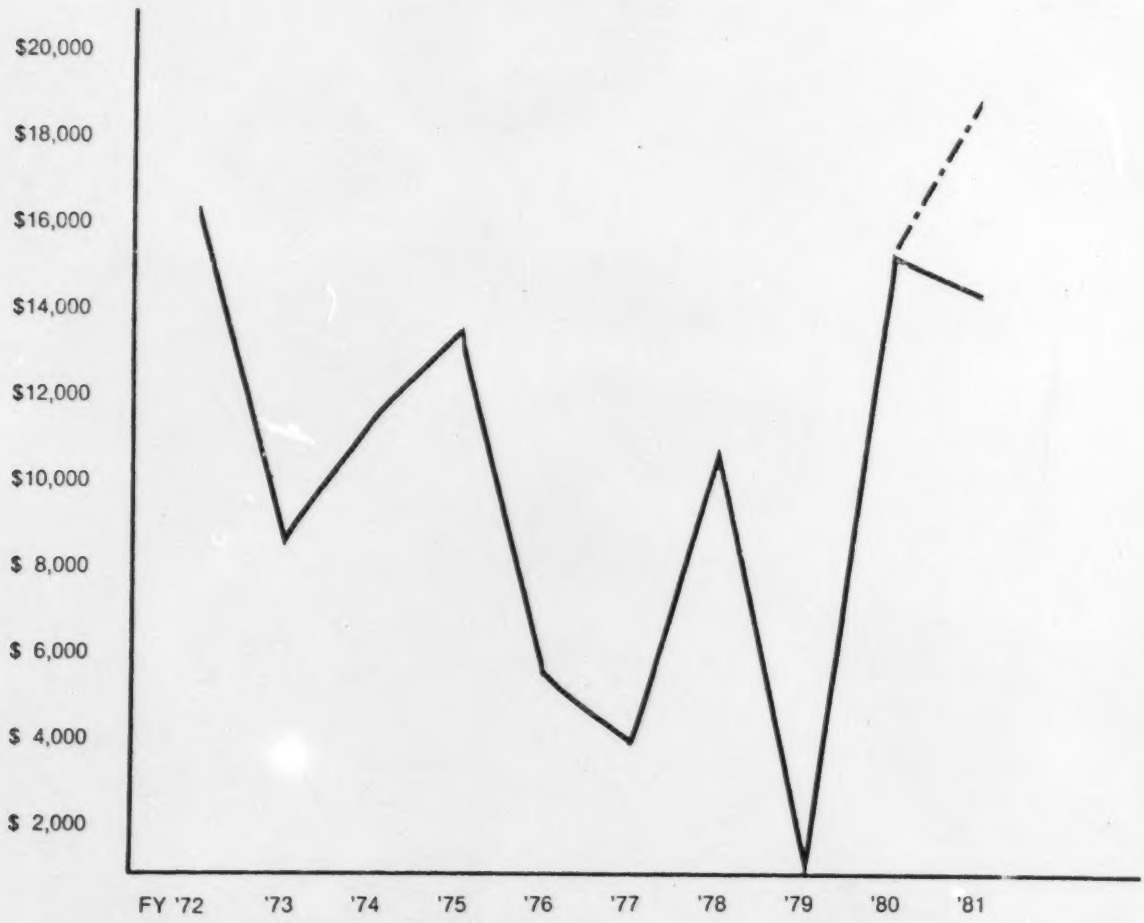

Figure 1: Fluctuations in Special Project Grant Funding (Broken line indicates funds that were awarded but subsequently returned to the State Library.)

Years 1974 and 1975, and in Fiscal Years 1980 and 1981, did the amount of available Special Project Grants increase for two consecutive years. The latter two years, in fact, had no increase in actual expended dollars because Special Project Grant money was returned to the State Library by two public libraries in 1981, resulting in a decrease of expended Special Project Grant funds from the previous year.

The first year of Special Project Grants, Fiscal Year 1972, remains the year of the highest expended dollar amount of Special Project Grants. It is also the best-funded year in the percentage of LSCA Title I funds used for Special Project Grants, with 4.3%. Figure 2 shows that cutbacks in LSCA Title I funds always had an adverse effect on Special Project Grant funding, but increases in Title I did not always result in increases for Special Projects. The Special Project Grant program never regained the 4.3% foothold it had in the beginning, but continued to decline proportionate to other Title I programs.

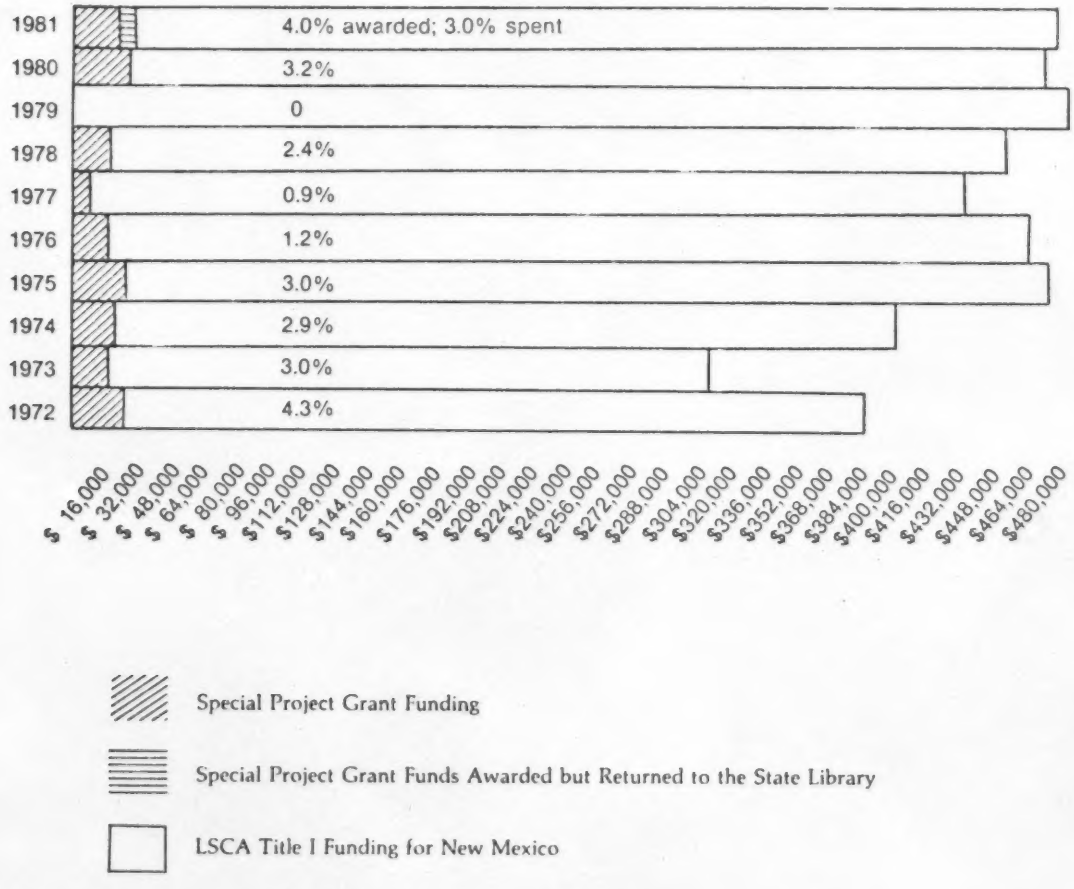

Figure 2: Comparison of Available LSCA Title I Funds to Special Project Grant Allocations

When one looks at the percentage of LSCA Title I funds used by Special Project Grants through the years, one sees a picture of a small, low-priority grant program, but the statistics may make the picture too simplistic. The complexities of the situation included rising costs for State Library programs, particularly rural bookmobile service and services to the blind and physically handicapped. Escalating costs of statewide services made it imperative, at times, to cut grant programs.

Another factor that affected the funding levels of Special Project Grants was the principle of supply and demand. The State Library never received a large number of grant applications from New Mexico public libraries. A proposal was usually rejected if the project did not meet grant criteria, or if it was poorly planned. Some proposals were returned to the applicants, asking for revisions to make the proposal acceptable. There is no indication in the records that an application was ever rejected simply because of lack of Special Project Grant funds. There seemed to be no overwhelming demand for grants, so the State Library had little incentive to increase funding levels.

Why didn't public libraries apply for more Special Project Grants? One reason may be the inability of some libraries to conduct a new program in addition to their regular services and programs. When salary was not an allowable expenditure for Special Project Grants, this problem was particularly acute. When salary expenses were permitted, there was the possibility that a project could run successfully for one year, providing a new service to a new user group; but after grant funds were exhausted, local budgets would be unable to pick up the operating costs of the project. A project of greater ambition often could not be sustained; a project of smaller ambition often had disappointing results, for the amount of time the projects required of regular staff members.

Not only were the total grant appropriations at relatively low levels, but individual grant amounts were also fairly small. For several years, the State Library encouraged small grants by allowing Special Project Grants for the purchase of audiovisual equipment and costs of continuing education for library staff. The smallest grant awarded was $90; the highest grant was $7,375. The median average of all grants was $700. Figure 3 shows a comparison in the range of high and low grant awards for each year. In the years when grant funds were relatively high (Fiscal Years 1972, 1975, 1980, and 1981) larger projects were funded. Drops in LSCA funding (Fiscal Years 1973, 1976, 1977) resulted in small grant awards, rather than fewer grants. In Fiscal Year 1977, when available funds were only $4,015, eleven grant proposals were awarded.

In Fiscal Years 1980 and 1981, the State Library attempted to restrict very small grants. Grant requests of less than $1,000 were discouraged, and only one grant of less than that amount was awarded during those years. But, overall, Special Project Grants started as a relatively small grants program and remained that way, despite grant guidelines that did not prevent projects of larger scope and funding.

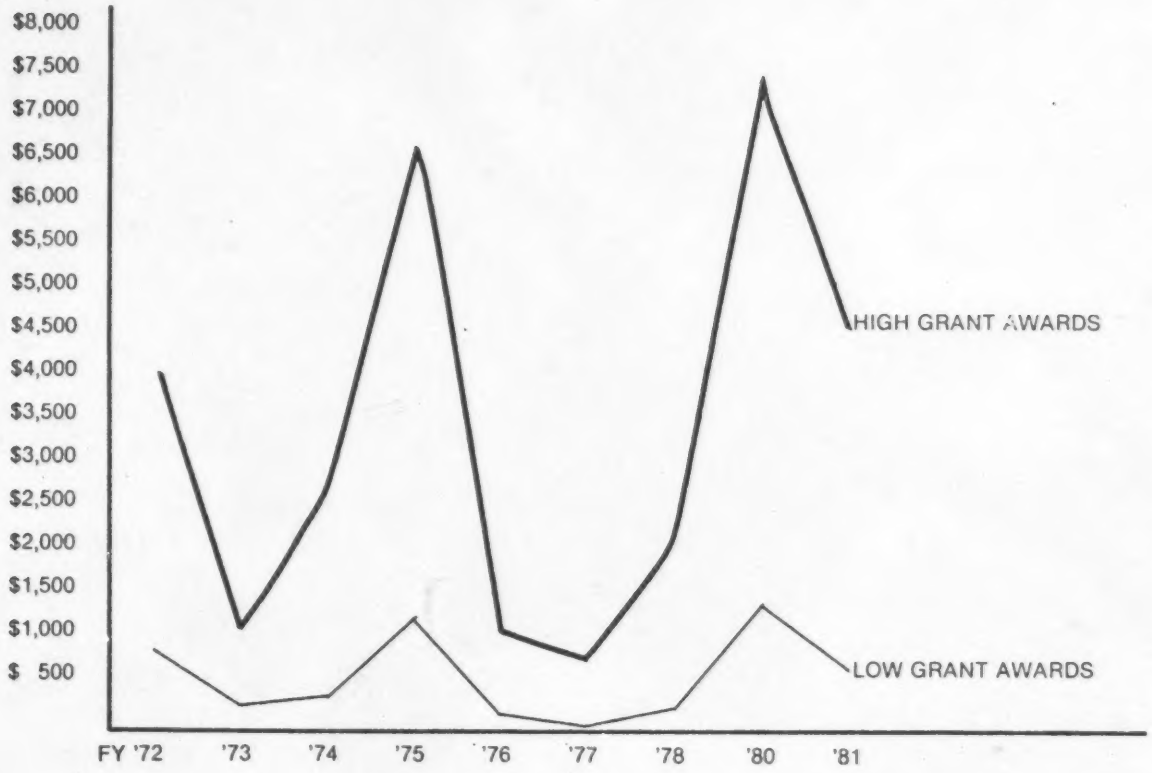

Figure 3: High and Low Special Project Grant Awards (Fiscal Year 1979 is not represented on the chart because no grants were awarded in that year.)

Why? Public librarians in the state may have perceived the grant program as funding only small projects, so they did not submit proposals that required more funding than they thought would be possible to receive. Perhaps no libraries felt ready or able to initiate larger projects using grant money. It is also possible that, at least during some years of the grant program, the State Library preferred distributing LSCA funds broadly through the state, which could be accomplished by encouraging many small grants. None of these reasons, of course, can be supported by documentation and must remain speculation.

The State Library ran into several obstacles in the administration of Special Project Grants affecting the development of the program. In Fiscal Years 1973 and 1974, LSCA funds were impounded and not released until 1974. Only enough money was available in Fiscal Year 1973 to fund two projects of $1,000 each. By the time the money was released in the third quarter of Fiscal Year 1974, the State Library was informed by the governor's office that the money could not be carried over into Fiscal Year 1975. The State Library was faced with the problem of awarding more than $6,000 in grants in a few months. The solution was to fund first-

time Reading Is Fundamental programs in public libraries and at State Library regional bookmobile stops. The RIF grants, early in the development of Special Project Grants, set a precedent for small, numerous grants to libraries.

Another effect of the impoundment was the concept of "forward funding." Because Fiscal Year 1974 funds arrived late, grant awards could not be made in 1973, to conduct projects in 1973-1974. Instead, grants that year were distributed in May 1974, and projects were conducted during 1974-1975. This method of awarding grants late in the fiscal year for projects to be conducted the following fiscal year became standard practice through Fiscal Year 1978 funding.

The State Library originally felt that forward funding allowed the public librarians more time to plan projects. In 1979, it was decided that planning time could be incorporated into the grant schedule without forward funding, and the reporting confusions caused by forward funding could be eliminated.

Fiscal Year 1979 LSCA funds that would have been awarded as Special Project Grants for 1979-1980 implementation, under the forward funding cycle, were not appropriated for Special Project Grant use. Instead, Fiscal Year 1980 funds, which were received by the State Library in 1979, were used for 1979-1980 projects. Therefore, one year of LSCA funding shows no Special Project Grant appropriation, yet no calendar year was without grant awards.

Appendix A, which lists all Special Project Grants, indicates both the year of the source of LSCA funds and the year of project implementation.

CHAPTER 3: AN EVALUATION OF SPECIAL PROJECT GRANTS

Libraries receiving Special Project Grants were required to evaluate their projects on the basis of whether or not the projects achieved their objectives. Therefore, it seems appropriate to evaluate the Special Project Grant program based on the program objectives. This method of evaluation, however, has several complications: the objectives for the program changed from year to year; some objectives were vague; and the objectives included aspects of Special Projects that did not include grants to libraries. It is useful, though, to look at the objectives and make some conclusions on how well or how poorly Special Project Grants achieved them.

Many of the objectives from year to year were variations on the same theme. For the purposes of this paper, and for the sake of brevity and clarity, the program objectives have been condensed and paraphrased.

The most frequent objective for the program was to provide service to special groups. The "groups" received more definition in the later years of Special Project Grants, and included people of low income, with physical handicaps, of limited English-speaking ability, residents of local institutions, educationally disadvantaged adults, and the aged. As already mentioned in the previous chapter, it is difficult to determine how many people in these target groups were affected by Special Project Grants. Some projects, such as establishing library service in local jails and conducting adult literacy programs, had very specific, controlled target groups. There were also projects aimed at the aged, such as the project to set up a reading center at a senior citizen facility, or to establish library programs for seniors. There were fifteen projects (19%)* that can be specifically identified with target groups listed in the objectives. Of these, only nine (11%) continued to provide benefits to the target groups beyond the grant period. Although many other projects had an impact on individuals that can be categorized in one or more target groups, the Special Project Grant program was not an outstanding success in encouraging public libraries to provide new or improved library service to the special groups.

A second objective that occurred more than once was to provide assistance to libraries to initiate and demonstrate new services based on community need. Special Project Grants were successful with this objective. Nineteen projects (24%) remain on-going services of public libraries supported by local funds, as of April, 1982. The percentage increases to over 25% if one eliminates from the total count of projects

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*Percentages are based on a total of 79 grant awards. There were a total of 85 grants, but six were made to State Library regions to conduct RIF projects. These six are not included in the total because the grants were not to public libraries.

the four that have not yet been completed at this writing and have not been counted as continuing services. Although some of the nineteen continuing services are still relatively new and may not survive the tests of time and budget cuts, some of the surviving services are well established and have been operating for eight or ten years. Special Project Grants have had an impact on introducing new library services to public libraries.

One aspect of Special Project Grants that is not directly included in any written objectives, but was a large part of Special Project Grants, was to encourage acquisition and use of audiovisual equipment and services in public libraries. The rationale for making this a high priority was that libraries could reach the unserved and nonbook oriented segments of their communities with audiovisual materials and programs. Whether or not new groups of people were encouraged to use the library by audiovisuals cannct be determined, but the Special Project Grants did put a variety of equipment into public libraries. Eighteen projects (23%) were funded to purchase audiovisual equipment as a primary aspect of the grant. Some of the grants were for oral history projects, some for programs for children or adults, but all had audiovisual equipment as the primary expenditure. Equipment included film projectors, slide projectors, an opaque projector, screens, tape recorders, record players, filmstrip projectors, and accessories. The equipment is still available at the libraries, used either for their original program purposes or to expand other types of library programming. One librarian reported that the 16mm film projector purchased with a Special Project Grant "changed our life" by making regular and frequent film programs possible for her library. The grant program did meet a need at a time when libraries were ready and willing to increase their audiovisual services.

An objective that was repeated in various forms in the first few years of the Special Project Grant program was to provide opportunities for library staff development. The State Library sponsored workshops on management by objectives, basic library skills, and other topics that contributed to the achievement of this program objective, but very few grants were awarded directly to libraries for staff development. One year, seven grants were awarded to pay tuition and other expenses for fourteen library staff members to take Loyola University of Chicago correspondence courses, and one person to attend a grantsmanship workshop. The only other grant that included tuition costs was for a librarian to enroll in an audiovisual training course. Emphasis was not put on achieving this program objective through grants to libraries because public libraries could make use of a portion of their annual state aid allocations for continuing education purposes. Eventually, a separate grant program for staff development was established with state funds, and staff development objectives in the Special Project Grant program were eliminated.

The remaining objectives that do not fit into any of the previous composite objectives can be summarized: to encourage resource sharing and participation in library cooperative efforts. This objective now seems more appropriate for LSCA Title III programs. At the time objectives of this type were written, some of the needs of public libraries seemed best

served by cooperation among libraries. The State Library was involved in coordinating and promoting the NEMISYS statewide network. Objectives relating to cooperation tried to focus attention on the need for cooperation, and provided an objective stated so broadly that any grant proposal that seemed worthy of funding could be funded from the Special Project Grant program. No projects were funded, however, that clearly contributed to the achievement of this objective.

In addition to looking at objectives, it may be useful to consider other aspects of Special Project Grants. Another important aspect in this evaluation is the number of libraries participating in the Special Project Grant program.

Thirty-five libraries* received the seventy-nine Special Project Grants awarded to public libraries between 1971 and 1982. This means that approximately 43% of the eligible libraries applied for and received one or more Special Project Grants.

To understand any further statistical breakdown, a little background information is needed. The number of eligible libraries varied from year to year, but the current number of eligible libraries can be used for a total. The State Library divides libraries serving the general public into two categories, public libraries and community libraries. This distinction is for the purposes of state aid eligibility. The community libraries are generally smaller, newer, and poorer than the public libraries, and less likely to offer programs beyond basic library services. The public and community libraries are now of equal number, but in 1971, there were only a few recognized community libraries.

Of the thirty-five libraries receiving Special Project Grants, twenty-five were public libraries and ten were community libraries. Therefore, about 61% of the public libraries, and 25% of the community libraries took advantage of the Special Project Grant program.

Twenty-three public and community libraries (66%) received more than one Special Project Grant. Ten libraries (29%) received three or more grants. The Santa Fe Public Library has the distinction of having received the highest number of grants to one library, with eight Special Project Grants totaling $21,723. The mean average total grant award to a library was $2,900. Appendix C lists the number of grants and total grant awards to each library.

As mentioned in the previous chapter, the State Library awarded LSCA Title I funds to many small projects. This policy resulted in distributing

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*This number excludes the six State Library regional libraries which received one-time grants for local RIF projects. For all other years of Special Project Grants, these regional libraries were not eligible to receive Special Project Grants.

money to many libraries in the state. Although the number of libraries that received more than one grant was high, the total number of libraries that received grants was also high, especially among the public libraries. Of the relatively small amount of LSCA Title I funds that were made available to public and community libraries, the Special Project Grant program did distribute it widely among libraries, and provided the potential for the funds to affect a sizable segment of the state's population.

There are many measures of success. One is the continuation of projects after grant funds run out and local funds must be used. Nineteen projects are on-going. These projects are the summer reading program at Albuquerque; the parent/child toy lending library at Clovis; the oral history, puppet, information and referral, and adult literacy programs at Gallup; the adult basic reading collection at Hobbs; the information and referral service at Los Alamos; the senior citizen and local history programs at Raton; the county jail library, interlibrary loan position, and county bookmobile service at Santa Fe; the preschool program at Santa Rosa; RIF, Tel-Med, and adult programming at Socorro; RIF at Taos; and children's programs at Truchas.

Eleven of these on-going projects were funded by a Special Project Grant at least six years ago. It is reasonable to expect that most of these projects will survive as long as the need and interest of the communities exist.

Thirteen projects survived beyond the grant period, but are no longer library services. Of these, four are on-going services provided by an institution other than the library. The reading center at a Las Cruces senior citizen's center, originally established by the Branigan Library, is now maintained by the center. A children's reading center set up by the Santa Fe Public Library at a community center became a small branch library, but is now operated as a reading center by the city recreation department. A branch library of the Socorro Public Library did not survive long, but materials were transferred to the local school library and are accessible to the adults in the community. Library service at the county detention center was organized by the Albuquerque Public Library and turned over for continued operation to detention center volunteers.

Twenty-two projects have not continued to operate, but the equipment and materials that were purchased with grant funds are still available at the libraries. Some long-lasting benefits may result even though the projects themselves did not survive.

Fourteen projects had little or no influence on their communities after the grant period ended. A few of these projects can be termed "failures" because they only proved that the projects were poorly planned or not needed. Other projects that did not continue beyond the grant period were successful in meeting their objectives, but were designed to operate only during the grant period.

Four projects are not yet completed, and are still operating with Special Project Grant funds.

The remaining projects were continuing education grants awarded in Fiscal Year 1977. Of the fourteen people receiving these grants, five are still working at the libraries which sponsored them. One has taken additional library related classes since receiving the grant.

The Special Project Grant program may not have many unqualified or spectacular successes, but neither did it have many unredeemable failures.

A final question that would be appropriate to answer in this evaluation is: Were the benefits worth the costs? To a person who received a job promotion after participating in a library-sponsored literacy program, the answer might be "yes." To one who sees a collection of oral history tapes stored in a library cabinet, the answer could be "maybe." To a taxpayer learning of the money that went into one of the projects that failed, the answer would probably be "no." Because all of the benefits of the projects are not known and because it would be difficult, if not impossible, to place a monetary value on some of the benefits, the question cannot be answered.

From an administrative point of view, an evaluation of Special Project Grants provides lessons for planners of future grant programs. Looking back at Special Project Grants, one can see the importance of providing adequate planning time for the grant applicants into the grant cycle, and allowing flexibility for grant extensions. For grant programs with goals of long lasting or permanent benefits to the target groups, careful assessment should be given to each proposal for the project's potential to continue serving the target group after grant funds are exhausted, including future staffing and budget needs and the capability of local sources to commit funds to the project. When federal or state funds are used to support local projects, grant administrators should recognize differences that may occur in federal, state, and local priorities and be prepared to overcome some of the problems caused by these differences. Because some of the Special Project Grant records were vague and confusing, grant administrators should keep in mind the importance of documenting every aspect of a grant program.

Whatever lessons can be learned from Special Project Grants and whatever else this paper may have accomplished by reviewing the Special Project Grant program, it is hoped that some of the facts about the grant program have been clarified and that the reader has gained a perspective on the worth of the Special Project Grant program.

APPENDIXES

APPENDIX A

LISTING OF SPECIAL PROJECT GRANTS

Fiscal Year 1972, 1971-1972

Alamogordo Public Library Conduct an oral history program on the history and folklore of the Tularosa Basin in the late nineteenth and early twentieth centuries; purchase tape recorders, audiotapes, and storage boxes.	$ 1,500
Albuquerque Public Library Purchase audiovisual equipment for a pre-school program at the Esperanza Branch, to stimulate learning among children in a low income, Spanish neighborhood.	$ 2,814.20
Artesia Public Library Purchase filmstrips and a projector for library programs for Headstart students.	$ 797.22
Clovis-Carver Public Library Establish a branch library at a day care center in a low income neighborhood.	$ 3,000
Placitas Community Library Move two portable buildings from Santo Domingo Pueblo to the new library site to establish a combined public/school library.	$ 1,500.
Santa Fe Public Library Establish a reading collection at the Agua Fria Youth Center; offer after-school library programs; purchase books and audiovisual material.	$ 2,490
Moise Memorial Library, Santa Rosa Establish a pre-school program; purchase audiovisual materials; provide salary and transportation costs for the program.	$ 4,000
TOTAL:	$16,101.42

*The Fiscal Year date refers to the funding year, followed by the year the projects were implemented.

Fiscal Year 1973, 1972-1973

Arthur Johnson Memorial Library, Raton — $ 1,000
Establish a weekly library program for the aged, including book talks, crafts, discussions; purchase a film projector and screen, blackout shades, and a door for the meeting room.

Santa Fe Public Library — $ 1,000
Expand the van service to county residents; purchase books and audiovisual materials.

Grants to libraries to conduct first-time Reading Is Fundamental programs.

Alamogordo Public Library	$ 400
Albuquerque Public Library	350
Clovis-Carver Public Library	313
Espanola Public Library	225
Farmington Public Library	575
Arthur Johnson Memorial Library, Raton	313
Santa Fe Public Library	680
Moise Memorial Library, Santa Rosa	313
Socorro Public Library	260
Fred Macaron Library, Springer	285
Harwood Foundation Library, Taos	313
Eastern Plains Regional Library (program at Mountainair)	225
Northeastern Regional Library (program at Roy & Mosquero)	650
Northern Regional Library (program at Truchas)	375
Northwestern Regional Library (program at Canoncito)	400
Southeastern Regional Library (program at Mescalero)	400
Southwestern Regional Library (program at Alamo)	660
TOTAL:	$ 8,737

Fiscal Year 1974, 1974-1975 "Hardship Grants"

Artesia Public Library Conduct a film program for the aged and homebound; purchase filmstrips, a film projector, and a filmstrip projector.	$ 400
Deming Public Library Conduct a film program; purchase a film projector and sound system.	$ 700
Gallup Public Library Conduct an oral history program; purchase tape recorders, audiotapes, and a storage cabinet.	$ 800
Jemez Springs Community Library Purchase a record player, filmstrip projector, filmstrips, books, and cassettes for children.	$ 1,000
Branigan Memorial Library, Las Cruces Establish a deposit collection of books, periodicals, and records at a senior citizen center.	$ 2,500
Lovington Public Library Purchase a film projector and screen; pay tuition costs for the librarian for the course "Design, Construction, and Use of Audiovisual Materials."	$ 750
Mora Community Library Establish a library in the community center; purchase books, periodicals, and audiovisual materials.	$ 475
Arthur Johnson Memorial Library, Raton Conduct a local history program; pay costs of microfilming; purchase supplies.	$ 1,000
Santa Fe Public Library Purchase video equipment; conduct video workshops; purchase supplies.	$ 2,525
Socorro Public Library Establish a branch library in San Antonio; purchase a film projection screen; provide telephone service.	$ 280

Fiscal Year 1974, 1974-1975 Continued

Truchas Community Library Conduct an oral history program; purchase tape recorders and audiotapes; conduct a children's reading enrichment program; purchase books and audiovisual materials.	$ 500
Zuni Public Library Purchase books, a card catalog, and supplies.	$ 500
TOTAL	$11,430

Fiscal Year 1975, 1975-1976

Gallup Public Library Conduct a puppet workshop and program for children; purhase card catalog and record cabinets.	$ 1,600.00
Thomas Branigan Memorial Library, Las Cruces Purchase a slide projector, film projector, and screen; purchase a telephone answering recorder for after-hours patron use.	$ 1,201.00
Carnegie Public Library, Las Vegas Conduct an oral history program; purchase tape recorders, audiotapes, and storage cabinets; provide travel costs.	$ 2,000.00
Santa Fe Public Library Provide salary for a full-time interlibrary loan librarian.	$ 6,562.50
Zuni Public Library Purchase a film projector, a filmstrip/slide projector, an overhead projector, a screen, and accessories.	$ 2,500.00
TOTAL:	$13,863.50

Fiscal Year 1976, 1976-1977

Clovis-Carver Public Library Expand the parent/child toy lending library and family center; purchase filmstrip/slide projector; purchase books and toys for children; purchase books and a film for adults on early childhood education.	$ 732.84
Deming Public Library Purchase an opaque projector and accessories.	$ 500.00
Espanola Public Library Produce a slide/tape presentation on the heritage of the Espanola Valley; purchase a slide projector, sound synchronizer, cassette recorder; pay consultant fees and travel expenses; provide training for a library aide in basic production skills.	$ 544.95
Gallup Public Library Purchase audiovisual carrels.	$ 885.68
Carnegie Public Library, Las Vegas Continue the oral history project; purchase audio-cassettes and storage cabinets; provide travel costs.	$ 1,000.00
Mesa Public Library, Los Alamos Produce a 22 minute videotape of Cinderella in English and Spanish in European and New Mexican versions.	$ 200.00
Santa Fe Public Library Reduce film program costs by purchasing a super 8mm sound film projector and a collection of super 8mm films for children.	$ 1,000.00
Socorro Public Library Conduct weekly programs for adults; purchase a record player.	$ 500.00
TOTAL:	$ 5,363.47

Fiscal Year 1977, 1977-1978

Farmington Public Library Conduct an adult literacy program.	$ 535.00
Gallup Public Library Expand the information and referral service; purchase file equipment; attend an information and referral workshop; publish a community resource directory.	$ 740.00
Thomas Branigan Memorial Library, Las Cruces Conduct Reading Is Fundamental programs at county bookmobile stops.	$ 500.00
Tatum Community Library Conduct a Reading Is Fundamental program.	$ 500.00

Grants to libraries for continuing education for staff:

Portales Public Library One enrollment in a Loyola correspondence course.	$ 125.00
Roswell Public Library Five enrollments in Loyola correspondence courses.	$ 515.00
Santa Fe Public Library One enrollment in a Loyola correspondence course.	$ 90.00
Santo Domingo Pueblo Community Library One enrollment in a Loyola correspondence course.	$ 125.00
South Valley Bernalillo County Library One enrollment in a Loyola correspondence course.	$ 110.00
Harwood Foundation Library, Taos Four enrollments in Loyola correspondence courses; one enrollment in a grantsmanship workshop.	$ 650.00
Tatum Community Library One enrollment in a Loyola correspondence course.	$ 125.00
TOTAL:	$4,015.00

Fiscal Year 1978, 1978-1979

Albuquerque Public Library Conduct a summer reading program for children in ten city school libraries; conduct Reading Is Fundamental programs.	$ 2,000.00
Albuquerque Public Library Conduct an adult literacy program at the South Broadway Branch Library using Laubach techniques; purchase materials and supplies; provide training workshops.	$ 560.00
Clovis-Carver Public Library Conduct an adult literacy program using Laubach techniques; pay the coordinator's salary; purchase materials and supplies; provide telephone service.	$ 2,079.00
Gallup Public Library Conduct an adult literacy program using Laubach techniques; pay for tutor training; purchase books.	$ 477.00
Jemez Springs Community Library Establish homebound library service; purchase large print books.	$ 200.00
Pueblo of Laguna Library Conduct an outreach program to extend library services to outlying areas of the pueblo; purchase a filmstrip projector, books, and audiovisual materials.	$ 1,000.00
Mesa Public Library, Los Alamos Establish an information and referral service; purchase file cabinets and supplies; publish a community services directory.	$ 1,750.00
Ramah Navajo Community Library Conduct an adult literacy program using Laubach techniques; purchase a reading machine; purchase materials and supplies; provide training expenses.	$ 800.00
San Ildefonso Pueblo Community Library Conduct an alcohol/drug abuse prevention program; purchase books and audiovisual materials.	$ 434.00

Fiscal Year 1978, 1978-1979 Continued

Truchas Community Library Conduct GED classes for adults; conduct summer programs for children emphasizing reading and writing skills; purchase books and audiovisual materials.	$ 1,274.00
Tucumcari Public Library Establish an information and referral service; purchase a file cabinet and supplies.	$ 314.00
TOTAL:	$10,888.00

Fiscal Year 1979

No grants were awarded during this funding year.

Fiscal Year 1980, 1979-1980

Albuquerque Public Library Expand library service in the Bernalillo County Detention Center; purchase books, a cart, and supplies.	$ 3,440.00
Hobbs Public Library Establish an adult basic reading collection.	$ 2,805.00
Ramah Navajo Community Library Develop adult reading materials based on oral history tapes, in Navajo and English.	$ 1,380.00
Santa Fe Public Library Establish a library in the Santa Fe County Jail; provide the salary for a part-time librarian; purchase books, periodicals, and supplies.	$ 7,375.00
TOTAL	$15,000.00

Fiscal Year 1981, 1980-1981

Sky City Community Library, Acoma Pueblo Conduct a research project on Acoma Pueblo's culture and history resulting in a photograph exhibit and a publication.	$ 3,200 /$1,097.65 spent 2,102.35 returned
*Deming Public Library Establish an examination center for children's books; purchase shelving and supplies.	$ 1,000
Hobbs Public Library Publish an adult basic reading bibliography.	$ 2,000
Loving Community Library Conduct classes for Spanish speaking legal aliens in preparation for citizenship examinations.	$ 2,514 /entire grant was returned
*Roswell Public Library Establish an outreach library in a community remote from the main city library.	$ 600
*Roswell Public Library Establish an examination center for children's books; sponsor workshops on reviewing, story-telling, and other topics.	$ 1,000
*Moise Memorial Library, Santa Rosa Conduct an oral history project on the folklore of the Spanish speaking community of Guadalupe County; purchase equipment and supplies; provide salary for a transcriber; provide travel expenses.	$ 4,500
Socorro Public Library Install Tel-Med service for call-in health information; purchase equipment and audiotapes.	$ 3,985
TOTAL:	$18,799 awarded $14,182.65 spent

*These projects have not been completed at the time of publication of this paper.

APPENDIX B

PROJECT CATEGORIES AND THEIR PERCENTAGE
OF TOTAL GRANT DOLLARS

24.3% CHILDREN'S PROGRAMMING (Includes RIF, equipment for children's programs, etc.)

Santa Fe	$2,490	
Albuquerque	2,814	
Artesia	797	
Santa Rosa	4,000	
Truchas	250	(part of $500 grant that included equipment)
Gallup	200	(part of $1600 grant that included equipment)
Santa Fe	1,000	
Clovis	733	
Los Alamos	200	
Las Cruces	500	
Tatum	500	
Albuquerque	2,000	
Roswell	1,000	
Deming	1,000	
	$17,484	
	+ 6,737	RIF Programs (see Appendix A, FY 1973 for a list of these libraries)
	$24,221	

9.4% ESTABLISHING NEW LIBRARIES

Clovis	$3,000
Placitas	1,500
Santa Fe	1,000
Mora	475
Las Cruces	2,500
Socorro	280
Roswell	600
	$9,355

12.2% LOCAL HISTORY

Alamogordo	$1,500	
Gallup	800	
Raton	1,000	
Las Vegas	2,000	
Las Vegas	1,000	
Santa Rosa	4,500	
Acoma	1,098	
Truchas	250	(part of $500 grant that included children's program)
	$12,148	

1.7% CONTINUING EDUCATION FOR LIBRARY STAFF

Taos	$ 650
Portales	125
Roswell	515
Santa Fe	90
Santo Domingo	125
South Valley	110
Tatum	125
	$1,740

15.3% LIBRARY PROGRAMS FOR SPECIAL GROUPS

Raton	$ 1,000	(aging)
Zuni	500	(Indians)
Artesia	400	(aging)
Socorro	300	(adults - low income) part of $500 grant that included equipment
Jemez Springs	200	(homebound)
Laguna	1,000	(Indians)
San Ildefonso	434	(drug abuse)
Albuquerque	3,440	(jail)
Santa Fe	7,375	(jail)
Espanola	545	(young adults - Hispanic)
	$15,194	

11.7% EQUIPMENT

Jemez Springs	$ 1,000	
Gallup	1,400	(part of $1600 grant that included children's program)
Santa Fe	2,525	
Lovington	750	
Deming	500	
Gallup	886	
Las Cruces	1,201	
Deming	700	
Zuni	2,500	
Socorro	200	(part of $500 grant that included programs for special group)
	$11,662	

2.8% INFORMATION AND REFERRAL

Gallup	$ 740
Los Alamos	1,750
Tucumcari	314
	$2,804

12.0% ADULT LITERACY

Farmington	$ 535
Albuquerque	560
Clovis	2,079
Gallup	477
Ramah	800
Truchas	1,274
Hobbs	2,805
Ramah	1,380
Hobbs	2,000
	$11,910

10.6% MISCELLANEOUS

Santa Fe	$ 6,563	(improve ILL)
Socorro	3,985	(Tel-Med)
	$10,548	

GRAND TOTAL: $99,582

APPENDIX C

NUMBER OF GRANTS AND TOTAL GRANT AMOUNTS
RECEIVED BY LIBRARIES

Place	Number of Grants	Total Amount
Acoma Pueblo	1	$ 3,200*
Alamogordo	2	1,900
Albuquerque	5	9,164
South Valley Bernalillo	1	110
Artesia	2	1,197
Clovis	4	6,125
Deming	3	2,200
Espanola	2	770
Farmington	2	1,110
Gallup	5	4,503
Jemez Springs	2	1,200
Hobbs	2	4,805
Laguna Pueblo	1	1,000
Las Cruces	3	4,201
Las Vegas	2	3,000
Los Alamos	2	1,950
Loving	1	2,514**
Lovington	1	750
Mora	1	475
Placitas	1	1,500
Portales	1	125
Ramah Navajo	2	2,180
Raton	3	2,313
Roswell	3	2,115
San Ildefonso Pueblo	1	434
Santa Fe	8	21,723
Santa Rosa	3	8,813
Santo Domingo Pueblo	1	125
Socorro	4	5,025
Springer	1	285
Taos	2	963
Tatum	2	625
Truchas	2	1,774
Tucumcari	1	314
Zuni Pueblo	2	3,000

*$3,200 was awarded; $1,098 was spent; the balance was returned to the State Library.

**$2,514 was awarded; the entire grant award was returned to the State Library.